

THE INFLUENCE OF HIGH-PERFORMANCE WORK SYSTEMS ON JOB SATISFACTION: THE MEDIATING ROLE OF PSYCHOLOGICAL CAPITAL (A STUDY AT THE DIRECTORATE GENERAL OF TREASURY OF CENTRAL JAVA)

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Abstract

This study examines the influence of High-Performance Work Systems (HPWS) on Job Satisfaction, with Psychological Capital (PsyCap) as a mediating variable, among employees of the Directorate General of Treasury (DJPb) in Central Java Province. HPWS includes integrated HR practices such as participation, training, performance appraisal, rewards, and job security, aimed at enhancing organizational performance through employee empowerment. However, not all employees report high job satisfaction, prompting the need to explore the mediating role of PsyCap, comprising self-efficacy, hope, optimism, and resilience. A quantitative approach was employed using a survey of 58 staff, with 42 valid responses selected through simple random sampling. Data were collected via a five-point Likert scale questionnaire and analyzed using descriptive statistics, validity and reliability tests, regression, and Sobel test for mediation. Results show that HPWS positively and significantly affects both PsyCap and Job Satisfaction. PsyCap also significantly enhances Job Satisfaction and partially mediates the HPWS–Job Satisfaction relationship. These findings support the idea that effective HPWS implementation strengthens employee psychological resources, which in turn boosts satisfaction. The study highlights the importance of integrating structured HR systems with psychological support to build a more engaged, satisfied, and high-performing workforce in public institutions.

Keywords: High-Performance Work Systems, Job Satisfaction, Psychological Capital

INTRODUCTION

The Directorate General of Treasury (DJPb) is one of the echelon I units under the Ministry of Finance of the Republic of Indonesia, holding a strategic role in the management of state finances. As part of the national financial system, DJPb is responsible for various treasury-related aspects, including the implementation of fiscal policies, management of the state treasury, and the preparation and presentation of the central government's financial statements. DJPb plays a critical role in ensuring that the disbursement of the State Budget (APBN) is conducted in a transparent, accountable, and regulation-compliant manner. Furthermore, DJPb is tasked with maintaining a balance between state revenue and expenditure to uphold fiscal stability and ensure efficient budget utilization.

In carrying out its functions, DJPb operates not only at the central level but also has an extensive network throughout Indonesia. The DJPb has a central office located in Jakarta and regional offices (Kanwil) in each province, which are responsible for managing state finances within their respective jurisdictions. One of the regional offices playing a vital role in supporting the implementation of treasury policies is the Central Java Regional Office (Kanwil DJPb Jawa Tengah), which is the focus of this study. This office is responsible for overseeing

budget implementation, ensuring the effectiveness of APBN fund disbursement in the region, and providing technical guidance and supervision to the working units under its authority. Due to the broad and complex scope of its responsibilities, Kanwil DJPb Jawa Tengah is required to adopt effective and efficient work systems to achieve the organization's objectives in managing state finances properly.

As an institution responsible for managing state finances, DJPb Central Java recognizes the importance of effective human resource management to ensure smooth execution of its duties and functions. Therefore, it implements various human resource management practices aimed at improving employee performance and creating a productive and innovative work environment. One of the strategic approaches implemented is the High-Performance Work Systems (HPWS), an

integrated human resource management system that encompasses various practices and policies designed to enhance employee and organizational performance through comprehensive managerial practices (Cizreliogullari & Babayiğit, 2022).

The implementation of HPWS in DJPb Central Java includes several elements aimed at improving employee effectiveness and fostering a more productive and innovative work environment. According to Li-Yun (2007), six key elements are integral to HPWS: participation, mobility, training, staffing, job description, performance appraisal, job security, and incentive rewards.

To ensure effective governance, the Ministry of Finance has established policies and guidelines that must be applied in DJPb Central Java. One of the key policies is the decision-making process regulation through Minister of Finance Regulation (PMK) No. 128/PMK.01/2020, which replaced PMK No. 131/PMK.01/2015. This regulation serves as the basis for structuring business processes, decision-making frameworks, and implementing Standard Operating Procedures (SOPs) across all Ministry of Finance units, including DJPb Central Java. Additionally, employee mobility—such as promotion and rotation—is governed systematically through PMK No. 224/PMK.01/2020 on Career Management, which stipulates organizational needs and job mapping for both central and regional units, with minimum two-year and maximum five-year job tenure.

To support employee competency development, the Ministry of Finance operates the Financial Education and Training Agency (BPPK), responsible for conducting training, education, and certification in public finance. Recruitment is carried out strictly and competence-based, upholding principles of equal opportunity, transparency, fairness, and accountability. Selections are made through general recruitment or official education tracks such as PKN STAN, and all information is centrally published on the Ministry's official website. Each employee is assigned a clear job description as outlined in their respective unit's SOPs, along with a professional code of ethics.

As part of its performance management system, DJPb Central Java also applies a transparent performance appraisal system accessible to the public. A reward and punishment system is implemented to maintain discipline and motivate employee performance. Rewards include performance allowances, bonuses, promotions, training opportunities, and other non-financial forms of recognition that may increase job satisfaction. Conversely, disciplinary actions are taken against misconduct, ranging from written warnings to termination. These policies reflect DJPb Central Java's commitment to building a professional, competent, and high-integrity organization. The implementation of HPWS at DJPb Central Java has been optimized, supported by a positive work culture. All major HPWS elements have been implemented, showing that DJPb Central Java can effectively and consistently apply HPWS, thereby potentially improving organizational performance and employee job satisfaction.

However, despite the well-implemented HPWS, there are still some employees at DJPb Central Java who express dissatisfaction. This dissatisfaction may stem from various factors,

both internal (HR-related issues) and external (peer competition, workload, or interpersonal dynamics). These factors must be addressed to enhance the effectiveness of HPWS and foster a more conducive work environment that supports employee well-being.

Research by Ramsay (2000) found that HPWS does not always have a positive impact on job satisfaction due to work intensification, where increased demands and workloads result from HPWS implementation. Instead of enhancing job satisfaction, this can lead to its decline. This finding is supported by Karuhanga (2016), who also observed that work intensification negatively affects employee satisfaction. Additionally, Nader (2024) found no significant correlation between HPWS and job satisfaction.

Nevertheless, the impact of HPWS on job satisfaction depends greatly on how the system is designed and implemented. According to Cizrelioğullari & Babayiğit (2022), when supported by sufficient organizational backing, HPWS can positively affect job satisfaction. By providing opportunities for employees to develop skills and feel valued, HPWS can foster a more positive and supportive work environment. This is corroborated by Chen (2016), who found that optimally implemented HPWS can enhance employee job satisfaction.

This aligns with the Social Exchange Theory, which posits that relationships between individuals and organizations are based on the principle of reciprocity. When organizations provide all HPWS components, employees perceive these benefits and are more likely to demonstrate improved performance and greater commitment (Saridakis et al., 2020). Employee satisfaction, in turn, not only enhances work commitment but also fosters organizational engagement (Huang et al., 2018).

Individual psychological aspects also significantly influence job satisfaction, especially in high-performance work environments. In this context, Psychological Capital (PsyCap) becomes a crucial factor in helping employees cope with the demands of a performance-driven work system. According to Madrid (2018), PsyCap comprises four key components: self-efficacy, hope, optimism, and resilience.

Employees with high levels of PsyCap are better able to manage work pressure, stay motivated, and feel satisfied with their jobs even in demanding environments (Tang et al., 2019). They demonstrate confidence in accomplishing tasks, maintain hope for better outcomes, approach challenges with optimism, and recover from setbacks. Thus, PsyCap not only enhances employee well-being but also strengthens the relationship between HPWS and job satisfaction (Yıldırım et al., 2024).

The impact of HPWS on employee well-being depends on how it is implemented. If introduced without considering workload balance and employee support, HPWS can lead to stress and reduce job satisfaction (Ramsay, 2000; Karuhanga, 2016; Nader, 2024). However, when well-managed and aligned with employee welfare considerations, HPWS can improve job satisfaction by fostering a supportive and comfortable work environment (Cizrelioğullari & Babayiğit, 2022; Chen et al., 2016).

Although numerous studies have explored the factors influencing job satisfaction, few have specifically examined the effect of HPWS on employee satisfaction in the public sector. This is especially relevant in government institutions like DJPb Central Java, which face unique challenges in implementing HPWS due to strict regulatory frameworks and the complexity of public financial management. Therefore, this study aims to analyze how the implementation of HPWS affects employee job satisfaction at DJPb Central Java. It also seeks to examine the mediating role of Psychological Capital (PsyCap) to determine whether employees' psychological resources help them manage job stress and enhance satisfaction in a high-performance environment.

In conclusion, this study contributes not only to the theoretical understanding of the relationship between HPWS and job satisfaction but also offers practical implications for government institutions in designing more balanced human resource policies. By understanding how HPWS influences employee well-being, public sector organizations,

including DJPb, can develop strategies that not only improve productivity but also ensure employee satisfaction and well-being. A more balanced approach will allow government institutions to create a work environment that supports optimal performance without overburdening employees, thereby preserving their motivation and overall welfare.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Literature Review

Social Exchange Theory, introduced by Blau (1964), explains that social interactions are based on reciprocal relationships between individuals and organizations, where employee behavior is influenced by their perception of the benefits provided by the organization. In the context of High- Performance Work Systems (HPWS), this theory suggests that when organizations offer tangible support such as training, recognition, and career development, employees respond positively by increasing their commitment, performance, and job satisfaction (Miao, 2013; Saridakis et al., 2020; Li & Yu, 2017). However, the relationship between HPWS and job satisfaction is not always direct, as individual psychological factors also play a crucial role—particularly Psychological Capital (PsyCap), which comprises self-efficacy, hope, optimism, and resilience (Luthans, 2007b; Ogwueleka & Ogbonna, 2018). Employees with high levels of PsyCap are better able to manage work-related stress, adapt to change, and take advantage of opportunities provided by the organization, making PsyCap a key mediator in strengthening the link between HPWS and job satisfaction (Ngwenya & Pelsier, 2020). In this research context, effective implementation of HPWS fosters mutually beneficial social exchange relationships, enhances job satisfaction, and encourages greater employee commitment and engagement, ultimately helping organizations reduce turnover rates (Huang, 2018; Saridakis, 2020).

To fully understand the mechanism through which HPWS influences job satisfaction, it is essential to explore the nature and components of High-Performance Work Systems. HPWS are defined as integrated and aligned human resource management practices designed to enhance organizational performance by increasing employee involvement, motivation, and skills. According to Whitener (2001) and Evans & Davis (2005), HPWS aim to create an environment where employees are fully engaged and aligned with the organization's strategic goals, both internally and externally. Han et al. (2020) and Wang et al. (2022) highlight that HPWS promote a productive, competitive, and supportive work environment. Li-Yun (2007) further defines HPWS as a combination of interrelated HR practices focused on optimizing organizational performance. These systems invest in human capital through training, fair incentives, and a supportive work culture to encourage innovation and effectiveness (Cizreliogullari & Babayiğit, 2022). The key indicators of HPWS, based on Li-Yun (2007), include participation in decision-making, career mobility, training, competency-based staffing, clear job descriptions, performance appraisals, job security, and incentive rewards. Each element plays a role in fostering employee engagement, aligning individual efforts with organizational goals, and promoting sustainable performance.

The effectiveness of HPWS can be further understood by examining their impact on job satisfaction, which is a critical outcome of successful HR practices. Job satisfaction refers to the emotional responses—both positive and negative—that individuals have toward their jobs, based on their experiences, expectations, and perceptions of workplace conditions. It is defined as the degree of contentment employees feel about their work, influenced by how well their job meets their expectations and needs (Cizreliogullari & Babayiğit, 2022; Aziri, 2011; Apriyanti, 2021). According to Spector (1985), job satisfaction encompasses how individuals feel about different aspects of their work. The level of job satisfaction is shaped by multiple factors, including salary, opportunities for promotion, quality of supervision,

additional benefits, recognition, operational procedures, coworker relationships, the nature of the work itself, and the level of open communication. When these factors align well with employees' expectations and are managed effectively, they can foster a positive work environment, enhance motivation and engagement, and ultimately lead to greater overall satisfaction with one's job.

Nevertheless, while HPWS provide the structural and strategic foundation for enhancing job satisfaction, it is the psychological attributes of employees that often determine how they respond to such systems. Psychological Capital (PsyCap) is a positive psychological state that can be developed within individuals, consisting of four core components: self-efficacy (confidence in facing challenges), optimism (a positive outlook toward the future), hope (motivation and ability to achieve goals), and resiliency (the capacity to recover from adversity). As defined by Luthans, Youssef, and Avolio (2007), PsyCap reflects a mental state that enables individuals to perform optimally and exhibit constructive work behaviors. Individuals with strong PsyCap tend to build positive work relationships, willingly take risks, and actively contribute to achieving organizational goals. These four dimensions not only complement each other but also synergistically enhance well-being, job performance, and job satisfaction. Self-efficacy represents belief in personal capability; hope embodies determination and flexibility in goal attainment; optimism reflects a realistic and adaptive interpretation of events; and resiliency signifies the ability to bounce back and grow stronger from setbacks—making PsyCap a strategic approach to strengthening both individual and organizational competitiveness.

The Influence of High-Performance Work Systems on Psychological Capital

High-Performance Work Systems (HPWS) have a positive influence on Psychological Capital (PsyCap) because both concepts focus on enhancing employee quality and organizational performance through empowering, supportive, and growth-oriented practices (Sarikwal & Gupta, 2014). PsyCap, consisting of self-efficacy, optimism, hope, and resiliency, is shaped by work environments that promote psychological well-being (Meyers et al., 2015). HPWS practices such as intensive training, autonomy, recognition, and skill development foster a supportive ecosystem that enables employees to build confidence, stay optimistic about future success, set and pursue clear goals, and remain resilient in the face of challenges. Research by Agarwal & Farndale (2017) and Miao (2021) further supports that open communication, constructive feedback, and a positive work climate within HPWS significantly contribute to the development of PsyCap. Drawing on COR Theory, these systems provide vital psychological resources that enhance employee growth. Additionally, Social Exchange Theory (Blau, 1964) explains that when employees perceive organizational practices like training and rewards as supportive, they reciprocate with increased psychological positivity—manifested in higher levels of PsyCap—which ultimately strengthens their commitment and engagement. Therefore, HPWS not only improve employee skills and performance but also play a crucial role in cultivating their psychological strengths.

H1: High-Performance Work Systems (HPWS) have a positive influence on the Psychological Capital of employees at the Directorate General of Treasury (DJPb) Central Java.

The Influence of High-Performance Work Systems on Job Satisfaction

High-Performance Work Systems (HPWS) consist of eight key integrated components: participation, mobility, training, staffing, job description, performance appraisal, job security, and incentive rewards (Li-Yun et al., 2007). Each of these components plays a critical role in creating a supportive work environment, enhancing motivation, and providing employees with

a sense of recognition and personal development. When implemented effectively, HPWS can have a significant positive impact on employee job satisfaction.

This assertion is supported by research conducted by Cizrelioğullari and Babayiğit (2022), which found that HPWS positively influences job satisfaction through several interconnected mechanisms. First, HPWS increases employee autonomy and responsibility by giving them greater control over their tasks and roles, which fosters a sense of ownership and enhances engagement—ultimately contributing to higher job satisfaction. Second, HPWS builds a positive and supportive work environment where employees feel valued, heard, and supported by management, thereby improving their motivation and psychological well-being. Third, HPWS emphasizes training and skill development, which not only enhances employees' technical abilities but also boosts their confidence, strengthens their Psychological Capital (PsyCap), and supports overall job satisfaction.

Moreover, HPWS implements performance-based compensation systems that fairly reward employees based on their contributions, which enhances their sense of achievement and encourages them to continue performing well. Additionally, HPWS takes into account work-life balance, which is essential for maintaining employee well-being and preventing burnout. Altogether, the combination of increased autonomy, managerial support, skill development, fair rewards, and work-life balance creates a conducive work environment in which employees feel more satisfied with their jobs. Similarly, research by Chen (2016) emphasizes that the implementation of HPWS can significantly improve employee job satisfaction. This is achieved when organizations not only focus on performance enhancement through advanced HR practices but also actively manage employee workloads and promote overall well-being. Chen's study revealed that HPWS designed with a balance between job demands and employee resources leads to a more positive work environment, which in turn increases intrinsic motivation and job satisfaction.

This aligns with the Social Exchange Theory, which emphasizes the principle of reciprocity in relationships between individuals and organizations. The theory posits that strong workplace relationships are built through social exchanges based on trust, support, and mutual recognition. In the context of HPWS, practices such as intensive training, performance-based compensation, employee involvement in decision-making, and managerial support foster a sense of appreciation and trust among employees. When employees perceive the benefits provided by these practices, they are more likely to respond positively with increased motivation, commitment, and job satisfaction.

Ultimately, this reciprocal relationship strengthens the bond between employees and the organization, creating a sustainable positive cycle where organizational support leads to higher job satisfaction, which in turn enhances employee engagement, commitment, and performance (Huang et al., 2018; Saridakis et al., 2020).

H2: High-Performance Work Systems (HPWS) have a positive influence on the job satisfaction of employees at the Directorate General of Treasury (DJPb) Central Java.

The Influence of Psychological Capital on Job Satisfaction

Psychological Capital (PsyCap) has a positive influence on job satisfaction (Ngwenya & Pelser, 2020). According to Abubakar (2019), the dimensions of PsyCap form a strong psychological foundation that contributes to employees' satisfaction in the workplace. First, *hope* enables employees to set clear goals and develop various strategies to achieve them. When they believe that their goals are attainable and that they have the means to reach them, they tend to be more enthusiastic at work, which enhances job satisfaction. Second, *efficacy* refers to employees' confidence in their ability to successfully complete tasks. Employees who believe in their competence are more likely to feel confident, face challenges effectively, and

experience a sense of accomplishment that leads to satisfaction.

The next dimension, *resilience*, helps employees cope better with pressure, obstacles, or failures. They are less likely to give up and can recover from setbacks, which contributes to emotional stability and reduces stress, thereby creating a more comfortable and satisfying work environment. The final dimension, *optimism*, reflects a positive outlook on the future, including the belief that good things will happen in their careers and that their efforts will yield results. Optimism keeps employees motivated even in difficult situations, as they view every challenge as an opportunity. This mindset encourages growth and fosters hope for a better career future, ultimately increasing satisfaction with their jobs and the organization.

Overall, the four components of PsyCap work synergistically to build a positive psychological state. Employees with high levels of PsyCap tend to have stronger work motivation, greater self-confidence in handling tasks, resilience under pressure, and optimism about future prospects (Ngwenya & Pelser, 2020). This not only enhances job performance but also makes employees feel valued, capable of growth, and comfortable in their roles, leading to greater overall job satisfaction.

A study by Ngwenya & Pelser (2020) found that Psychological Capital has a positive impact on employee job satisfaction. According to Aftab (2018), Psychological Capital acts as a driving factor that enables employees to approach their work with a more positive mindset and overcome challenges more effectively, which in turn enhances their job satisfaction.

Social Exchange Theory by Blau (1964) can be used to frame the relationship between Psychological Capital and job satisfaction, as it emphasizes that social exchanges are not only material but also psychological. When organizations provide support and create a work environment that nurtures Psychological Capital—such as self-efficacy, optimism, hope, and resilience—employees perceive that the organization cares about their well-being. In response to this positive exchange, employees develop a positive attitude toward their jobs, which includes increased job satisfaction. Therefore, in line with the reciprocity principle of Social Exchange Theory, enhanced Psychological Capital resulting from positive interactions with the organization encourages employees to feel more satisfied with their work, which may further boost their commitment and engagement.

H3: Psychological Capital has a positive influence on the Job Satisfaction of employees at the Directorate General of Treasury (DJPB) Central Java.

The Influence of High-Performance Work Systems (HPWS) on Job Satisfaction with Psychological Capital as a Mediating Variable

Psychological Capital (PsyCap) can serve as a crucial mediating variable in explaining the relationship between High-Performance Work Systems (HPWS) and work outcomes, particularly job satisfaction (Cizreliogullari & Babayiğit, 2022). HPWS refers to a set of human resource management practices designed to enhance employees' abilities, motivation, and opportunities to contribute effectively to the organization. When implemented consistently, HPWS practices tend to make employees feel valued, supported, and given room to grow. Such a work environment becomes a critical factor in fostering the development of positive psychological resources, namely PsyCap.

According to Caza (2010), PsyCap consists of four core dimensions: hope, self-efficacy, resilience, and optimism. These dimensions work synergistically to build psychological strength, enabling individuals to stay motivated, confident, resilient in the face of challenges, and maintain a positive outlook toward the future. In the context of HPWS, proper training enhances self-efficacy by making employees feel more competent in performing their tasks. Organizational support and trust help foster hope and optimism, as employees perceive clear opportunities to achieve their goals. A fair and supportive work environment also strengthens

employees' resilience, enabling them to cope better with job-related stress. In this sense, HPWS creates fertile ground for the growth of PsyCap.

As PsyCap increases, employees are more likely to exhibit positive attitudes and behaviors at work. They become better prepared to handle challenges, recover more quickly from failures, and perform tasks with greater enthusiasm and confidence. These healthy psychological conditions directly enhance job satisfaction, as employees perceive their work as meaningful, positively challenging, and aligned with both personal and organizational goals.

Research by Luthans (2007a) demonstrates that PsyCap not only contributes directly to job satisfaction but also acts as a bridge that strengthens the relationship between HPWS and job satisfaction. Cizrelioğullari & Babayiğit (2022) also found that PsyCap mediates the impact of HPWS on job satisfaction.

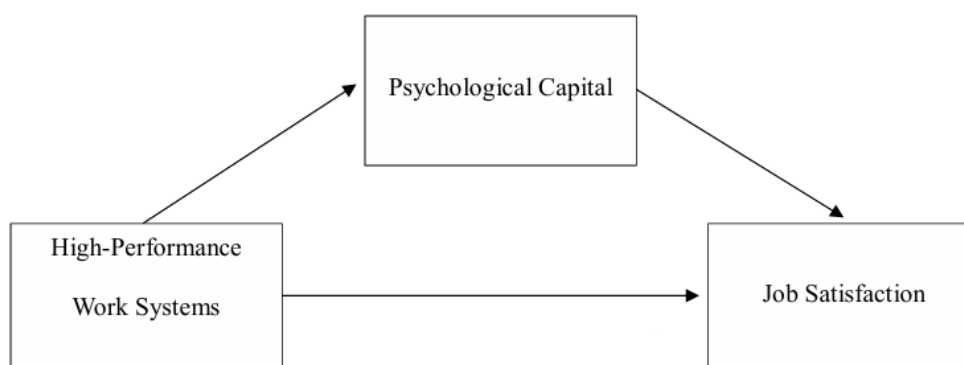
Thus, PsyCap serves as an internal psychological mechanism that explains how and why the implementation of HPWS positively influences job satisfaction. In a supportive work environment shaped by HPWS, PsyCap can thrive, encouraging individuals to work with enthusiasm, perseverance, and a positive attitude—ultimately leading to greater job satisfaction.

This hypothesis is also supported by Social Exchange Theory (Blau, 1964), which frames the effect of HPWS on job satisfaction through the mediating role of Psychological Capital. From the perspective of Social Exchange Theory, when organizations implement HPWS, employees perceive this as positive treatment and organizational support, which in turn motivates them to develop higher levels of Psychological Capital, such as self-efficacy, hope, optimism, and resilience. This PsyCap serves as an employee's psychological response to organizational treatment—a non-material form of reciprocation in the exchange relationship. Employees with high PsyCap tend to have more positive perceptions and attitudes toward their work, resulting in higher job satisfaction, as well as increased commitment and engagement (Saridakis, 2020; Huang, 2018).

Therefore, through the lens of reciprocity and social exchange, it can be concluded that HPWS impacts job satisfaction not only directly, but also indirectly through the enhancement of Psychological Capital.

H4: Psychological Capital mediates the relationship between High-Performance Work Systems and Job Satisfaction.

RESEARCH METHODS



Picture 1 Research Model

Research Design

This study employed several statistical tests to support the analysis. Descriptive analysis was used to organize, summarize, and clearly interpret the data. Each questionnaire item was analyzed to provide an overview of the three research variables—High-Performance Work Systems, Job Satisfaction, and Psychological Capital—which were measured using a Likert scale ranging from 1 to 5. To ensure the quality of the instrument, validity testing was conducted to confirm that the questionnaire accurately measured the intended variables, allowing for meaningful and trustworthy interpretation of the results. Additionally, reliability testing was carried out to assess the consistency and stability of the instrument, where a reliable tool is expected to yield similar results under consistent conditions.

Hypothesis testing in this study was conducted using simple regression analysis. If the resulting significance value is less than the predetermined significance level ($\alpha = 0.05$), it can be concluded that the independent variable has a significant influence on the dependent variable. The t-test was also applied to assess the partial effect of each independent variable. Specifically: (1) if the significance value is greater than 0.05 or the calculated t-value is less than the critical t-table value, the independent variable is considered to have no significant partial effect on the dependent variable; (2) conversely, if the significance value is less than 0.05 or the t-value exceeds the t-table value, the independent variable is considered to have a significant partial effect on the dependent variable.

Furthermore, the Sobel test was employed to examine the mediating role of Psychological Capital between High-Performance Work Systems and Job Satisfaction. To assess the explanatory power of the regression model, the coefficient of determination (R^2) was calculated. The R^2 value ranges from 0 to 1. A value close to 0 indicates that the independent variables have a weak ability to explain the variance in the dependent variable, whereas a value close to 1 suggests that the model accounts for most of the variability in the dependent variable. The coefficient of determination was computed using the standard formula.

$$Z = \frac{a \cdot b}{\sqrt{(b^2 \cdot SE_a^2) + (a^2 \cdot SE_b^2)}} \dots\dots\dots (1)$$

Description:

1. a = Path coefficient from Workload $\rightarrow$ Psychological Capital
2. b = Path coefficient from Psychological Capital $\rightarrow$ Job Satisfaction
3. SE_a^2 = Standart Error of a
4. SE_b^2 = Standart Error of b

If the Z-value exceeds 1.96 or the p-value is less than 0.05, it indicates that the mediating variable effectively mediates the relationship between workload and work productivity. Therefore, the hypothesis asserting the significance of the mediating variable is supported (Baron & Kenny, 1986; Sobel, 1982).

The minimum required sample size, calculated using a 5% margin of error, was 58 respondents. To gather the data, a structured questionnaire was distributed, employing a 5-point Likert scale to measure the variables of High-Performance Work Systems, Job Satisfaction, and Psychological Capital. Each variable was assessed based on the following indicators.

Table 1 Research Variable Indicators

Table 1. Research Variable Indicators	
Variable	Indicators
High-Performance Work Systems	Participation
	Mobility
	Training
	Staffing
	Job Description
	Appraisal
	Job Security
	Incentive Reward
Job Satisfaction	Salary
	Promotion
	Supervision
	Additional Benefits
	Recognition
	Operational Procedures
	Cowokers
	Nature of Work
Psychological Capital	Open Communication
	Self-Efficacy
	Hope
	Resilience
	Optimism

RESULTS AND DISCUSSION

This study employs a descriptive quantitative approach to examine and test several proposed hypotheses. By using this method, the research aims to quantify the relationships among variables and provide a systematic analysis based on numerical data. The descriptive aspect allows for a detailed overview of respondent characteristics and variable distributions, while the quantitative analysis facilitates hypothesis testing through statistical techniques. This approach ensures objective measurement and analysis of the effects among the studied variables.

Analysis Descriptive
Analysis Descriptive High Performance Work Systems

Table 2 Analysis Descriptive High Performance Work Systems

Code	Questions	Mean	Criteria	Std. Dev
HPWS_1	The individual in this role is permitted to make decisions.	3.76	High	0.617
HPWS_2	Employees have a clear career path within this organization.	3.95	High	0.582
HPWS_3	Formal training programs are offered to employees to enhance their opportunities for promotion within the	4.02	High	0.715

	organization.			
HPWS_4	The recruitment process is considered a crucial stage in acquiring high-quality human resources that align with the organization's needs.	3.93	High	0.754
HPWS_5	The duties and responsibilities in this job are clearly defined through a detailed job description.	3.93	High	0.677
HPWS_6	Performance evaluations are based on objective and measurable outcomes.	3.55	High	0.772
HPWS_7	Job security for employees in this organization is well assured.	3.79	High	0.645
HPWS_8	The reward system in this organization is implemented fairly and transparently.	3.95	High	0.582
Total Mean		3.86	High	0.668

Based on the results, respondents' overall perception of the High-Performance Work Systems (HPWS) variable falls into the "High" category, with an average score of 3.86. The highest-rated statement was HPWS_3: "Formal training programs are offered to employees to enhance their opportunities for promotion within the organization." with a score of 4.02. The lowest-rated was HPWS_6: "Performance evaluations are based on objective and measurable outcomes." scoring 3.55. Despite being the lowest, this score still falls within the "High" category.

Analysis Descriptive Job Satisfaction

Table 3 Analisis Descriptive Job Satisfaction

Code	Questions	Mean	Criteria	Std. Dev
JS_1	I am satisfied with the salary I receive, as it aligns with the responsibilities and contributions I provide in my work.	3.83	High	0.660
JS_2	I am satisfied with my opportunities for promotion.	4.12	High	0.633
JS_3	I am satisfied with the support provided by the organization in carrying out my duties and enhancing my professional development.	3.90	High	0.958
JS_4	I am satisfied with the benefits provided fairly.	3.40	Enough	0.885
JS_5	I am dissatisfied with the recognition I receive, as it does not reflect the performance I	3.90	High	0.759

	have delivered.			
JS_6	I feel that there are too many rules and procedures that make it difficult to perform my job effectively.	3.83	High	0.696
JS_7	I enjoy working with my colleagues.	4.29	Very High	0.673
JS_8	I find my job enjoyable.	3.83	High	0.660
JS_9	I am satisfied with the effective communication within this organization.	4.12	High	0.633
Total Mean		3.80	High	0.729

The overall respondent perception of the Job Satisfaction variable is categorized as "High," with an average score of 3.80. The highest score was for JS_7: "I enjoy working with my colleagues" (4.29), while the lowest was JS_4: "I am satisfied with the benefits provided fairly." (3.40), which falls into the "Moderate" category.

Analysis Descriptive Psychological Capital

Table 4 Analisis Descriptive Psychological Capital

Code	Questions	Mean	Criteria	Std. Dev
PC_1	I have the confidence to express my views and share information from my area of work in managerial meetings.	3.88	High	0.633
PC_2	I feel confident in my ability to contribute to setting targets or work goals in my area of responsibility.	3.86	High	0.783
PC_3	I perceive myself as having made positive progress and succeeded in carrying out my current job.	4.24	Very High	0.790
PC_4	When facing difficulties at work, I remain optimistic about finding effective solutions to overcome them.	4.05	High	0.764
PC_5	When experiencing setbacks at work, I am able to bounce back with determination and continue striving toward my goals.	3.90	High	0.790
PC_6	I am able to handle stressful situations at work with a calm attitude and confidence in finding the best solutions.	4.26	Very High	0.767
PC_7	I always see the positive side of things related to my work.	4.05	High	0.661

PC_8	I understand that challenges and problems can arise at work, but I am confident in my ability to face and overcome them effectively.	3.88	High	0.633
Total Mean		4.02	High	0,853

Respondents' overall perception of the Psychological Capital variable falls into the "High" category, with an average score of 4.02. The highest-rated item was PC_6 "I am able to handle stressful situations at work with a calm attitude and confidence in finding the best solutions." (4.26), while the lowest was PC_2 "I feel confident in my ability to contribute to setting targets or work goals in my area of responsibility." (3.86); both still fall within the "High" category.

Data Quality Test Result

Validity Test

Table 5 Validity Test

Variable	Questions	r value	r table	Infomation
<i>High-Performance Work Systems (X)</i>	X.1	0,776	0,304	Valid
	X.2	0,821	0,304	Valid
	X.3	0,819	0,304	Valid
	X.4	0,711	0,304	Valid
	X.5	0,844	0,304	Valid
	X.6	0,711	0,304	Valid
	X.7	0,770	0,304	Valid
	X.8	0,821	0,304	Valid
<i>Job Satisfaction (Y)</i>	Y.1	0,754	0,304	Valid
	Y.2	0,709	0,304	Valid
	Y.3	0,618	0,304	Valid
	Y.4	0,514	0,304	Valid
	Y.5	0,765	0,304	Valid
	Y.6	0,746	0,304	Valid
	Y.7	0,612	0,304	Valid
	Y.8	0,754	0,304	Valid
	Y.9	0,709	0,304	Valid
<i>Psychological Capital (M)</i>	M.1	0,688	0,304	Valid
	M.2	0,765	0,304	Valid
	M.3	0,803	0,304	Valid
	M.4	0,808	0,304	Valid
	M.5	0,727	0,304	Valid

M.6	0,743	0,304	Valid
M.7	0,475	0,304	Valid
M.8	0,688	0,304	Valid

Validity testing in this study used the Pearson Correlation method by calculating the correlation between each questionnaire item and its total score. An item is considered valid if the calculated r-value exceeds the critical r-table value at a 0.05 significance level. With 42 respondents (df = 40), the r-table value is 0.304. All items in the variables—High-Performance Work Systems (X), Job Satisfaction (Y), and Psychological Capital (M)—had r-values above 0.304, indicating that all items are valid and appropriate for use as measurement instruments in this study.

Reliability Test

Table 6 Reliability Test

Variable	Cronbach's Alpha	Fixed Value	Information
HPWS (X)	0,906	0,70	Reliable
JS (Y)	0,847	0,70	Reliable
PC (M)	0,863	0,70	Reliable

Reliability testing used the Cronbach's Alpha method, with a threshold of > 0.70 indicating acceptable reliability. All variables—High-Performance Work Systems (X), Job Satisfaction (Y), and Psychological Capital (M)—showed Cronbach's Alpha values above 0.70, confirming that the responses were consistent and the questionnaire items were reliable for further analysis.

Classical Assumption Test Results

1. Normality Test

Table 7 Normality Test

No	Variable	Kolmogorov Smirnov	Asymp. Sig.	Information
1	Standardized Residuals	0,101	0,200	Normal Distribution

Referring to the table above, the p-value of 0.101 is greater than the 0.05 significance level, indicating that the data are normally distributed and suitable for further analysis.

2. Heteroscedasticity Test

Table 8 Heterokedasticity Test

No	Variable	Sig.	Information
1	HPWS (X)	0,866	There is no indication

			of heteroscedasticity
2	PC (M)	0,058	There is no indication of heteroscedasticity

In this test, a significance value above 0.05 indicates no heteroscedasticity, meaning the model meets a key assumption. Based on the table, the significance values for High-Performance Work Systems (0.866) and Psychological Capital (0.058) exceed 0.05, confirming the model is free from heteroscedasticity issues.

3. Linierity Test

Table 9 Linearity test

No	Deviation From Linearity	Sig.	Information
1	JS (Y) and HPWS (X)	0,137	Linear

Based on the table, the Deviation from Linearity significance value is 0.137, which is greater than 0.05. This indicates a significant linear relationship between High-Performance Work Systems (HPWS) and Job Satisfaction.

Simple Linear Regression Analysis

1. High Performance Work Systems to Psychological Capital

Table 10 Linear Regression Analysis H1

Coefficients ^a					
Model	Unstd. B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	15.188	4.136		3.672	0.001
HPWS	0.548	0.133	0.547	4.130	0.000

The constant value of 15.188 indicates that when High-Performance Work Systems (HPWS) is zero, Psychological Capital is 15.188. The HPWS coefficient of 0.548 means that a one-unit increase in HPWS leads to a 0.548 increase in Psychological Capital, indicating a positive relationship between the two variables.

2. High-Performance Work Systems to Job Satisfaction

Table 11 Linear Regression Analysis H2

Coefficients ^a					
Model	Unstd. B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	14.813	4.127		3.590	0.001

HPWS	0.661	0.132	0.620	4.993	0.000
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The constant value of 14.813 indicates the baseline level of Job Satisfaction when HPWS is zero. The HPWS coefficient of 0.661 shows that a one-unit increase in HPWS raises Job Satisfaction by 0.661, indicating a positive influence.

3. Psychological Capital to Job Satisfaction

Table 12 Linear Regression Analysis H3

Coefficients ^a					
Model	Unstd.	Coefficients	Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	8.167	3.328		2.454	0.019
PC (M)	0.843	0.103	0.792	8.200	0.000

The constant value of 8.167 indicates the baseline level of Job Satisfaction when Psychological Capital is zero. A coefficient of 0.843 shows that a one-unit increase in Psychological Capital increases Job Satisfaction by 0.843, indicating a positive effect.

T Test

1. High Performance Work Systems to Psychological Capital

Table 13 t Test H1

Coefficients ^a					
Model	Unstd.	Coefficients	Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	15.188	4.136		3.672	0.001
HPWS (X)	0.548	0.133	0.547	4.130	0.000

Based on the table, the t-value for HPWS is 4.130, which is greater than the t-table value of 1.684 (df = 40, $\alpha = 0.05$). The significance value is 0.000, below 0.05. Therefore, High-Performance Work Systems have a positive and significant effect on Psychological Capital, and Hypothesis 1 is accepted.

2. High Performance Work Systems to Job Satisfaction

Table 14 t Test H2

Coefficients ^a					
Model	Unstd.	Coefficients	Standardized	t	Sig.
			Coefficients		

	B	Std. Error	Beta		
(Constant)	14.813	4.127		3.590	0.001
HPWS (X)	0.661	0.132	0.620	4.993	0.000

The t-value for High-Performance Work Systems is 4.993, exceeding the t-table value of 1.684 (df = 40, $\alpha = 0.05$), with a significance level of 0.000. This indicates a positive and significant effect of HPWS on Job Satisfaction. Thus, Hypothesis 2 is accepted.

3. Psychological Capital to Job Satisfaction

Table 15 t Test H3

Coefficients ^a					
Model	Unstd. B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	8.167	3.328		2.454	0.019
PC (M)	0.843	0.103	0.792	8.200	0.000

The t-value for Psychological Capital is 8.200, exceeding the t-table value of 1.684 (df = 40, $\alpha = 0.05$), with a significance level of 0.000. This confirms a positive and significant effect of Psychological Capital on Job Satisfaction, supporting Hypothesis 3.

Coefficient of Determination (R^2)

Table 16 Coefficient of Determination (R^2)

Variabel	R Square	Adjusted R Square	Standard Error
HPWS (X) dan PC (M)	0.677 0.6607		2.59361

The R Square value of 0.677 indicates that High-Performance Work Systems and Psychological Capital explain 67.7% of the variance in Job Satisfaction, while the remaining 32.3% is influenced by other factors outside this study.

Sobel Test Results and Mediation Analysis

Table 17 Sobel Test

Sobel Test			
	Nilai	Test Stat	P-Value
a	0.548		
b	0.843	3.68024679	0.00023301
Sa	0.133		
Sb	0.103		

Based on the regression analysis of High-Performance Work Systems (X) and Psychological Capital (M) on Job Satisfaction (Y), the unstandardized coefficient (b) is 0.843 with a standard error (Sb) of 0.103. To calculate the combined standard error, the following method was used:

$$Sab = \sqrt{0.843^2 0.133^2 + 0.548^2 0.103^2 + 0.133^2 0.103^2}$$

$$Sab = 0.126$$

After calculating the combined standard error, a value of 0.126 was obtained. The next step is the Sobel Test to examine whether Psychological Capital acts as a mediating variable, using the following method:

$$z = \frac{0.548 \times 0.843}{0.126}$$

$$z = 3.667$$

The Sobel test yielded a Z-value of 3.667, exceeding the critical value of 1.96. This indicates that Psychological Capital mediates the relationship between High-Performance Work Systems and Job Satisfaction, supporting Hypothesis H4.

CONCLUSIONS

The statistical tests confirmed that High-Performance Work Systems positively influence both Psychological Capital and Job Satisfaction. Additionally, Psychological Capital serves as a partial mediator in this relationship. These findings are consistent with previous research and support the principles of Social Exchange Theory.

1. Effect of HPWS on Psychological Capital

The study found a positive and significant effect of HPWS on PsyCap, supporting Hypothesis H1. Practices such as training, open communication, and recognition help foster self-efficacy, optimism, hope, and resilience. This aligns with prior studies (Sarikwal & Gupta, 2014; Miao, 2021) and Social Exchange Theory (Blau, 1964), which suggests mutual positive exchanges between employees and the organization enhance psychological resources.

2. Effect of HPWS on Job Satisfaction

HPWS also has a significant positive impact on Job Satisfaction (Hypothesis H2 accepted). Previous research (Cizrelioğullari & Babayiğit, 2022; Chen, 2016) supports this, highlighting that autonomy, recognition, and fair HR practices improve job satisfaction. Social Exchange Theory explains this by noting that supportive practices increase employees' sense of value, leading to greater satisfaction and engagement.

3. Effect of Psychological Capital on Job Satisfaction

Psychological Capital positively influences Job Satisfaction (H3 supported). Employees with higher PsyCap (self-efficacy, optimism, hope, and resilience) feel more motivated and better able to handle work challenges, enhancing satisfaction (Ngwenya & Pelsner, 2020; Aftab, 2018). Based on Social Exchange Theory, employees reciprocate

supportive environments with more positive job attitudes.

4. Mediating Role of Psychological Capital

PsyCap partially mediates the relationship between HPWS and Job Satisfaction, supporting Hypothesis H4. This means HPWS not only directly enhances job satisfaction but also does so indirectly through improved psychological resources (Luthans, 2007a; Cizrelioğullari & Babayiğit, 2022). Grounded in Social Exchange Theory, when employees feel supported through HPWS, they develop stronger PsyCap, which in turn boosts job satisfaction.

IMPLICATION

Table 18 Implication

Program	Tujuan	Detail Implementasi	Indikator Keberhasilan
“Positive Mindset & Psychological Resilience” Training	Enhancing self-efficacy, optimism, hope, and resilience.	1. Training based on the Psychological Capital module (Luthans) 2. Collaboration with psychologists and professional coaches 3. Real work case studies	1. Improvement in PsyCap scores (pre-post test) 2. Participant satisfaction level with the training
“EmpowerMe” Team Empowerment Program	Providing employees with autonomy and a sense of empowerment	1. Employees are involved in project decision-making 2. Delegation system with real responsibilities 3. Team problem-solving workshops	1. Perceived empowerment score 2. Number of self-initiated actions implemented
“Sahabat Sejiwa” – Internal Mentoring Program	Building resilience and hope through support from senior colleagues	1. Mentoring support for new employees or those in adaptation 2. Regular mentoring and reflection sessions 3. Psychological monitoring	1. Feedback from mentors and mentees 2. Adaptation and work comfort scores

LIMITATIONS

1. Limited Research Scope

This study was conducted solely among employees of the Directorate General of Treasury (DJPb) in Central Java Province. Therefore, the findings may not be generalizable to other government institutions or private sector organizations with different characteristics.

2. Limited Research Variables

The study focused on only three variables: High-Performance Work Systems, Psychological Capital, and Job Satisfaction, with Psychological Capital serving as the sole mediating variable.

3. Suboptimal Number of Respondents

The number of respondents did not fully meet the initial target, which may affect the representativeness and generalizability of the analysis results.

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